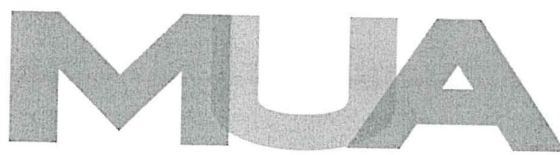


MUA/RASA/EXAM/QP/2014

The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

HRM 301: INDUSTRIAL/ ORGANIZATIONAL PSYCHOLOGY

DATE: 18TH AUGUST 2014

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question ONE is compulsory.
5. Answer any other **Three** questions.
6. Question one carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE**THE FOUNDRY**

The foundry has always been regarded as one of the worst places to work in Hindustan Steel manufacturing Company. The work is hot, dirty and heavy.

Physical endurance rather than brains and intelligence is considered as chief requirement to get the job done in the foundry. Yet according to the job evaluation plan of the company 'physical ability' and 'working conditions' are weighed relatively lower than 'responsibility' 'training' and 'skills'. As a consequence, most of the foundry jobs are related at the bottom of the wage scale of the company.

In recent years, it has been increasingly difficult to get men for working in the foundry. Management had to actively search for days to get men to work in elsewhere due to their personal limitations in terms of ability, intelligence and competence. This had led to further lowering of the already low social status of the foundry in the eyes of other employees in the plant. The matter has reached a crisis now. There are sixteen vacancies in the foundry at present and it is almost impossible to hire new men for these jobs at the evaluated rate.

REQUIRED

- a) Explain the external methods that the company can apply to attract the candidate (5 marks)
- b) What are the different ways the company can undertake to motivate the employees (10 marks)
- c) Advise the company on the factors to consider when determining/ salary administration (10 marks)

QUESTION TWO

- a) Explain the different uses of job analysis (5 marks)
- b) Motivation are ways of improving organization performance. Explain the advantages of motivation (10 marks)

QUESTION THREE

- a) Explain the benefits of using job enlargement design (5 marks)
- b) Communication is very important in an organization. Explain in an organization the barriers to effective communication (10 marks)

QUESTION FOUR

- a) Leaders use power to influence their subjects. Explain the different sources of power (5 marks)
- b) Explain the different techniques of organizational development (10 marks)

QUESTION FIVE

- a) Explain the different political activities/ tactics used in an organization (10 marks)

- b) Span of control is very essential in determining the organization structure. Explain the factors to effective span of control. (5 marks)

QUESTION SIX

- a) Explain the different factors determining the development of organization culture (5 marks)
- b) Explain the training model steps (10 marks)